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ABSTRACT

Inplant training has begun to be used as a strategy to improve access and the relevance of training by the Human Employment and Resource Training (HEART) Trust/National Training Agency (NTA) in Jamaica. Inplant training is presented as a viable, efficient, and relevant method of providing induction and upgrading training for industry. In this strategy, NTA uses the facilities and services of business enterprises to train/upgrade workers to meet predetermined performance criteria/competencies established jointly by HEART/NTA and industry. Advantages of inplant training include the following: more concrete and well-defined objectives; a good integration of theory and practice; use of the expertise and facilities of the sector/enterprise in the training process; quicker response to changes in technology; opportunity for enterprises to evaluate a worker's capabilities and aptitudes; increase in employee's versatility; major reorganization of training; help in development and expansion of the human resource base; and cost effectiveness. Weaknesses of inplant training are limited training output by firms; narrow firm-specific short-term training; and general low quality of unstructured inplant training. Jamaica has expanded the inplant training model through various types of interventions--The School-Leavers Training Opportunities Program; Apprenticeship Program; partnerships with industry; contractual training agreement with industry; and the Workforce Improvement Unit. (Contains 11 references.) (YLB)

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**INTERNATIONAL VOCATIONAL EDUCATION & TRAINING ASSOCIATION**

# IVETA

**DECEMBER 1996 CONFERENCE**

**CINCINNATI, OHIO**

# IMPROVING ACCESS AND RELEVANCE OF TRAINING THROUGH IN-PLANT TRAINING: THE JAMAICAN EXPERIENCE

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**December 1996**

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# IMPROVING ACCESS AND RELEVANCE OF TRAINING THROUGH IN-PLANT TRAINING: THE JAMAICAN EXPERIENCE

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## ABSTRACT

The purpose of this paper is to identify and discuss the ways in which In-Plant training has been used as a strategy to improve access and the relevance of training by the HEART Trust/National Training Agency in Jamaica. The paper will identify various types of In-Plant training modalities employed by the organization and show how these have served to create new training opportunities, while also improving access to existing training opportunities for individuals who would otherwise have been excluded. Some of the more serious constraints affecting access to training e.g. limited training capacity and the physical location of training institutions, along with the attendant transportation problems will be highlighted and discussed.

## INTRODUCTION

Jamaica is a small island state in the Caribbean with an area of 11,000 sq. km. and a population of 2.5 million. The country has a fairly large and diversified informal sector and a formal sector that is heavily dependent on the Hospitality and Bauxite Mining industries for employment creation and the earning of foreign exchange, the `life blood' of the economy. Other sectors contributing significantly to the creation of employment and the earning of foreign exchange include Agriculture, Manufacturing (Apparel and Sewn Products sub-sector) and Construction.

The country's major industries face serious competition in the global marketplace where the efficient production goods and services is necessary for survival as we approach the twenty first century. The creation of a trained and competent labour force is necessary for the efficient

production of goods and services that will ensure that the country is able to compete in the global marketplace and provide a stable economy and an acceptable standard of living for its citizens. The country is experiencing some difficulty in its effort to realize this goal however, due to a number of factors including the overall decline of labour productivity by over 2% per annum and large number of workers who do not receive training prior to employment. Also, according to the 1994-95 labour force statistics, 67% of first job seekers in Jamaica do not possess any school leaving certificate, and over 76% of the employed workforce claim that they had received no training for the jobs they are performing.

It therefore becomes clear that strategies must be developed and implemented to provide the required training and development for these individuals, most of whom are already in the workforce and are unable to enroll in the regular training institutions being operated throughout the island. Within this context, the In-Plant training approach provides an excellent opportunity for **improving access to training opportunities** and also in ensuring that the training being delivered is relevant to the needs of industry.

## HEART TRUST/NTA
## BACKGROUND

The Human Employment And Resource Training (HEART) Trust was established by government in 1982 as a statutory organization and assigned the role to provide training and job placement for unemployed youth and school leavers, in order to address the existing high unemployment among this group. The organization is funded by a 3% HEART tax levied on businesses with gross monthly wage bills of J$14,444 (US$413).

Until 1991, the organization provided on-the-job training for school leavers, and institutional-based training for unemployed youth 17 - 25 years of age in sectoral based HEART Academies. These Academies are residential and non-residential institutions providing mostly entry-level skills training for employment in the Hospitality, Agriculture, Data Entry, Commerce, Automotive, Capital Goods, Cosmetology, Construction and the Apparel and Sewn Products sectors.

In 1991 the organization was restructured in keeping with the Caricom Strategy on Technical Vocational Education and Training (TVET) which recommends the establishment of a single autonomous organization to facilitate, co-ordinate and lead TVET institutions in the provision of a skilled work force. The National Training Agency was therefore established within HEART Trust as a national support service to *'co-ordinate, fund and develop the institutions and programmes required to produce skilled and semi-skilled workers for the Jamaican economy'.*

HEART Trust/National Training Agency was placed under the Ministry of Education and mandated to *'enable the provision of technical and vocational education in both the public and private sectors so as to produce and sustain a competitive workforce consistent with the need for economic growth and development and to promote quality, relevance, efficiency and equity in the training system'.*

The organization has now been assigned responsibility for planning, policy analysis, labour market information, technical assistance, curriculum development, testing and certification, funding and instructor training. Its objectives are to:

- Act as a catalyst for incorporating the private sector in the direction and delivery of technical vocational education and training in Jamaica
- Promote the expansion and development of the TVET system to meet effective demand for skilled and semi-skilled workers
- Ensure that instructional and administrative arrangements in approved training institutions comply with established standards and
- Administer the provisions of the HEART Act with respect to Employer Contribution Tax and trainee welfare and
- Achieve optimum resource utilization, cost effectiveness and operating efficiencies in the institutions which comprise the TVET system.

Over the years, HEART/NTA has not been able to meet the numeric demand of industry for the provision of trained and competent workers through the training programmes offered by its training institutions, including the Academies and Vocational Training Centres.

This has resulted in the introduction of new strategies and programmes and the intensification of the efforts of the organization to provide more meaningful and relevant training through the expansion of In-Plant training activities as a strategy to bridge the widening gap between the demand and supply of trained workers for industry. There has also been the introduction of Informal Skills training projects/programmes geared towards the promotion and facilitation of self-employment and the development of micro-enterprises.

The strategies employed in this process include:

- the establishment of the National Council on Technical Vocational Education and Training with the mission to:
  - Initiate and establish national occupational standards and
  - Accredit programmes and institutions; and certify individual competence;
- the rationalization of the Apprenticeship Programme and the School Leavers Training Opportunities Programmes;
- the establishment of the Workforce Improvement Unit in April 1996 with responsibility to liaise with enterprises to determine training and other technical assistance needs and to fashion solutions to these needs;
- the establishment of partnerships with industry which continue to facilitate the expansion of In-Plant training as a viable strategy to provide industry with the skilled and competent workers needed; and
- the modularization of training curricula to facilitate an improved quality of In-Plant training and to make it certifiable through co-operatives ventures i.e. in-company and institutional training.

The strategies mentioned above have resulted in the transformation of the organization setting it on the path of being a market-driven training institution rather than a training institution driven primarily by the social demand for training.

## RATIONALE FOR A NEW TRAINING STRATEGY

The current training needs of industry and the mandate of the organization provide overwhelming justification for the implementation of new mode(s) of training delivery. In fact,

the 1994-95 labour force statistics indicate that 67% of first job seekers in Jamaica do not possess any school leaving certificate, and over 76% of the employed workforce claim that they had no training for the jobs they are performing. These statistics become even more revealing within the existing economic context in which the productivity of labour is declining by over 2% per annum.

This is further supported by the point made earlier that while the focus of HEART's training activities was previously on institutional based training for entry-level skills, the existing need is largely for skills upgrading for a large number of persons already employed in industry island-wide, as well as for new workers who are familiar with the work environment and able to satisfy the requirements of industry.

As mentioned previously, HEART Trust/NTA has not been able to produce adequate numbers of workers to satisfy the existing training needs of industry through institutional training. This is due to a number of factors including the following :

- the limited (though expanded) available training capacity in the training institutions
- the constraints resulting from the physical location of training institutions in certain geographic defined areas, while the training needs are dispersed island-wide.
- a large segment of the labour force is already employed in industry and cannot be away from their jobs for long periods. This is especially true for persons employed in the smaller enterprises.
- the limitations of many institutions to effectively offer higher level training programmes.

These factors have combined to seriously limit, and in some cases, prevent many individuals from gaining access to the existing training opportunities.

## IN-PLANT TRAINING

In-Plant training is defined as any type of job related training that is delivered on-the-job or within industry. It is presented as a viable, efficient and relevant method of providing induction training and upgrading training for industry.

In-plant training is an integral component of national vocational training and provides a high degree of flexibility and responsiveness to sectoral training needs. Its effectiveness is often

conditioned by the existing infrastructure and it lends itself to the design and delivery of training programmes for both skills development and job enlargement, covering all types and levels of training for different categories of employees. Training programmes delivered through this training strategy/approach can be distinguished as:

- training at the beginning of employment (Induction training)
- training after employment (upgrading training, retraining and training for job conversion, job transfer and promotion).

In this training strategy, the National Training Agency utilizes the facilities and services of business enterprises to train/upgrade workers to meet predetermined performance criteria/competencies which are established jointly by HEART/NTA and industry. These companies are required to meet and comply with certain minimum standards before being accepted as `qualified companies' to deliver training with the approval of the organization.

## ADVANTAGES OF IN-PLANT TRAINING

The objectives of in-plant training tend to be more concrete and more well defined than those of institutional training programmes. They are mainly occupational and are geared to meet specific training needs to improve productivity and to enhance employee advancement opportunities in the organization/enterprise. In-plant training can also provide a good integration of theory and practice which facilitates effective learning, as the trainee/learner can actually relate the theory to the real situation immediately. This facilitates learning quickly and correctly, while minimizing costs.

The training method can also be easily adjusted as trainers and equipment can often be borrowed from the production line or the workplace due to the fact that training is taking place within the enterprise (in the kitchen, in the office or on the shop floor). Thus, there is the utilization of the expertise and facilities of the sector/enterprise in the training process. This can provide tremendous advantage in the delivery of training as the experts bring a high degree of technical `know-how' and experience to the learning process.

Firms also tend to have the ability to respond more quickly to changes in technology with minimum loss of efficiency or disruptions, that would otherwise be experienced by training

institutions that would be required to replace old and obsolete equipment at public expense, usually at high costs. This highlights the flexibility of the in-plant mode of training.

It provides enterprises with an opportunity to evaluate worker's capabilities and aptitudes so that they can be guided to improve their performance and so impact positively on productivity and profitability. Also, it can help employees to increase their versatility by widening their range of expertise to include related jobs, thus creating a more flexible labour force. In-plant training can also result in major reorganization of training as occurred in Germany where training in industrial metalworking and electrical engineering occupations saw a reduction in the need for manual skills and an increase in attention to diagnostic, repair and programming skills. Training for manual skills in metal cutting was also reduced from six (6) months to eight (8) weeks.[1]

There is also the added advantage of providing opportunities for further training and development within the enterprise. This has the potential of helping to reduce frustration of workers resulting from a lack of opportunities.

In-plant training, by its very nature, can help in the development and expansion of the human resource base of a country while simultaneously providing a means to assess the current labour market situation and training needs. This cost-effective and efficient method of training provides an effective means of expanding access to training especially in situations in which training opportunities are limited and severely constrained by financial and geographic constraints.

Its effectiveness is further emphasized through the opportunity to involve the private sector in the development, delivery and evaluation of training policies and schemes. The involvement of the private sector in this process is extremely important as industry is the main user of the 'output' and therefore has a pivotal role to play in ensuring that training policies and programmes meet the needs of industry.

Training norms and standards can also be guaranteed to meet the requirements of industry and so ensure the creation of a labour force that possesses the skills/competencies that are required by industry.

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[1] Adams, A., Middleton, J., Zinderman, A.(1993): Skills for Productivity : Vocational Education in Developing Countries: Oxford University Press.

Training institutions also stand to benefit as they can compare and improve their training programmes/syllabi where necessary, so that the issue of the relevance of training can be addressed through a mutual and reciprocal exchange of ideas, teaching methods and resources. Thus teaching facilities and expertise can be utilized more efficiently e.g. on an exchange basis. There is also room for co-operation in the development of curricula, training materials and methods - resulting in the reduction of development costs and the creation of a more integrated, relevant and responsive training system.

In-plant training tends to be more cost-effective and when complemented by institutional training, can facilitate a better match between demand and supply of training as most firms will train only for existing needs (unless they are given incentives to train more people. It can therefore operate as an effective self-regulatory mechanism.

The significant saving that can be realized through the elimination of some costs including overheads, machinery and salaries can be redirected into other areas of training activity. In the case of HEART Trust/National Training Agency, the organization was able to realize significant savings through the implementation of an in-plant training approach for Machine Operators as the per capita cost to train these workers was approximately 25% less than that to train similar workers at its Garmex Academy.[2]

This approach also proves to be strategic for the National Training Agency as it allows the organization to begin to shift the focus of entry level training for Machine Operators to an in-plant approach. More of the Academy's facilities and personnel can therefore be used to provide more advanced training in Machine Operations, Garment Construction, Pattern Making and Grading, Machine Mechanics and training for Supervisors and Managers in the industry. The organization will therefore be in a position to be more responsive to the total needs of the industry and be better able to fulfil its mandate to provide the sub-sector with trained workers.

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[2] HEART Trust/NTA:In-Plant Machine Operator Training Programme 1994

**Weaknesses of In-Plant Training**

Despite the advantages of In-Plant training, there are certain attendant weaknesses which must be considered as they possess the potential to seriously undermine the significant gains that can accrue from this type of training delivery. These weaknesses include:

(i) Limited training output by firms.

(ii) Narrow firm-specific short term training.

(iii) The general low quality of unstructured in-plant training

(i) Limited training output by firms

It is a fact that firms often do not train on a scale adequate to meet the needs of the society, instead, training is usually conducted to meet the particular needs of the company especially in situations where there is a high degree of suspicion and distrust among competing firms. The limited facility that many firms, especially small firms, can dedicate to training activities, serves to limit the output of individual companies so that the training of large numbers of individuals by a single firm is often not facilitated.

This is not necessarily bad however, as it could discourage the oversupply of trained individuals which has its own implications. This difficulty can be addressed by actually contracting/paying the firms to train in excess of their individual needs where possible, as is being facilitated by HEART Trust in the in-plant training programme for Machine Operators. This will provide workers for the firms that have similar skills demand but do not meet the established requirements to be accepted by the National Training Agency as being suitable to deliver training with its approval and funding.

The issue of the limited training output by firms involved in In-Plant training is even more observable in small economies with large numbers of small firms and where there is not a developed and institutionalized training culture in industry. In this context, training can be fragmented and ineffective if there is not a strong regulatory body with responsibility to ensure compliance with the established training standard(s).

(ii) Narrow firm-specific training with short term objectives

The fact that there is the tendency for In-Plant training to be narrow and firm specific, often with short term objectives, does not negate the importance of this mode of training delivery and while this is true in some cases, it is not a serious constraint in the Jamaican situation. This is so because currently the need is for firm-specific training in many of the firms, especially the smaller firms that are participating in in-plant training programmes with the National Training Agency(NTA).

It is true however, that frequently these programmes are short on theory and do not provide the participants with adequate theortical knowledge and understanding, resulting in a low level of integration between the theory and the practical. This deficiency has implications for the assessment and certification of the individuals undergoing the training, and usually presents serious difficulties to this process.

Where required, broader sector specific programmes with both long and short term objectives have been developed and implemented. Considerations of the existing needs and the relevance of the programme(s) to the firm/industry are of extreme importance to the NTA in its effort to address the training needs of industry. It should also be noted that some authorities on the subject are of the opinion that in-depth vocational training geared towards a specific occupation, does transmit transferable values, attitudes and skills.

(iii) The general low quality of unstructured in-plant training

The argument that the quality and extent of in-plant training tends to be limited by the low levels of education of the labour force is a significant point. This is also true of institutional based training. This is not an insurmountable problem however, and the training institutions are challenged to find suitable strategies to address this problem. One strategy employed by HEART/NTA is the development and implementation of certifiable competency based training programmes with the close involvement of firms/industry. This strategy is further facilitated and enhanced by the modular approach to training that has been introduced by the National Training Agency. The involvement of NCTVET in the process of curriculum development and certification also serves to ensure certain minimum standards.

In-Plant training has often been criticized as being a source of cheap labour rather than be seen and accepted as a means of providing opportunities for the delivery of meaning training programmes.The situation described above does present a number of serious challenges to the funding agency however, with regards to the monitoring of the programmes to ensure quality.

At another level, emphasis should be placed on the recruitment of the trainees in accordance with the established requirements for training. In the Jamaican situation, HEART/NTA through its Training Employment and Referral Centre (TERC), has a role to play in ensuring that the participants in this programme meet the minimum established entry requirements for training in both In-Plant and institutional training programmes.

Another constraint that is experienced is the suspicion and reluctance of some firms to co-operate with a government agency in certain types of training ventures. Although this attitude is on the decline, it is significant enough to be noted. There is also the inability/unwillingness of many small firms to enter into agreement to deliver **structured** training programmes which require regular and formal reports. This often results from a shortage of trained personnel with the time and expertise to dedicate to the monitoring and general supervision of the programmes.

## THE JAMAICAN EXPERIENCE

Jamaica has been involved in the delivery of In-Plant training for many years through both structured programmes e.g. the Apprenticeship Programme and other less highly structured programmes. This involvement has been intensified through HEART/NTA which has expanded the In-Plant training modality through various types of interventions, namely:

- The School Leavers - Training Opportunities Programme
- The Apprenticeship Programme
- Partnerships (informal) with industry and
- Contractual training agreement with industry
- The Workforce Improvement Unit

The operationalization of these training interventions have created new and additional training opportunities for many individuals who would otherwise not be able to:

- access institutional training; and
- access training in certain relatively low demand but specialized skills

SCHOOL LEAVERS' TRAINING OPPORTUNITY PROGRAMME (SL-TOPS)

The School Leavers' Training Opportunity Programme (**SL-TOPS**) provides on-the-job training for individuals between 17 - 23 years of age who possess a minimum qualification of 2 Caribbean Examination Council (CXC) subjects or the equivalent. The mission of the Programme is to increase productivity by managing entry-level jobs in the Jamaican work environment by facilitating certifiable on-the-job training in accordance with national vocational competency standards.

In 1994, the former Apprenticeship programme was merged administratively (though not legally) with the School Leavers Training Opportunity Programme, in order to streamline the operation of these In-Plant training activities.

**Table 1: PLACEMENT OF SCHOOL LEAVERS/APPRENTICES**

| | APRIL1994-MARCH 1995 | | APRIL 1995-MARCH 1996 | |
|---|---|---|---|---|
| **PROGRAMMES** | **SCHOOL LEAVERS** | **APPRENTICES** | **SCHOOL LEAVERS** | **APPRENTICES** |
| **PARTICIPATING COMPANIES** | **800** | **95** | **839** | **143*** |
| **NO. IN TRAINING** | **1,996** | **637** | **3,438** | **673** |

* This figure is subject to verification

At the end of September 1996 enrollment in the School Leavers TOP's and the Apprenticeship Programme stood at 1,792 and 638 respectively. These figures represent 19% of the total

enrollment in the training programmes offered by HEART/NTA through its various training interventions and further underline the critical role that In-Plant training plays in expanding access to training opportunities in Jamaica.

Since its inception in April 1996, the Workforce Improvement Unit has been working with 5 companies through which 144 individuals are receiving in-plant training in skills including:

- Electrical Installation
- Welding and Steelfixing
- Plumbing and Pipefitting and
- Building Construction

It should be noted that total enrollment in the In-Plant programmes exceeds the 19% mentioned above, as the individuals participating in the programmes developed with the assistance of the Workforce Improvement Unit, are not included in the total number of persons enrolled in HEART/NTA's training programmes. The inclusion of these individuals would naturally increase the total percentage of individuals participating in training through on-the-job training and further emphasize the contribution being made by In-Plant training in the creation/provision of training opportunities in Jamaica.

SPECIALIZED AREAS OF TRAINING WITH RELATIVELY LOW NUMERIC DEMAND

Radio Announcing
Studio Engineering
Construction Equipment
- Backhoe
- Front End Loaders

Dental Assistants
Orthodontic Technology
Mandibular Joint Work
Revenue Clerk
Insurance Underwriting
Cartography
Photography and
Letter Press Editing

The listing above is not exhaustive and shows a number of skill areas that are open to many of the beneficiaries only through In-Plant training, due to factors including the highly specialized nature of the training and the relatively low numeric demand for these skills. These factors combine to make it uneconomical and unwise to establish training institutions to provide skills training in these areas.

It is a fact that In-Plant training will continue to be the most appropriate way of delivering training in the areas mentioned above, within the existing situation.

Many employers continue to require **higher level vocational and technical skills** that are not available in their firms or in the labour market, except through poaching from their competitors. There is also an increasing need for workers at the skilled and technical/supervisory levels. These are skills that **cannot** be produced in new entrants to the labour market but instead must be developed on the job, through the collaboration of firms and training institutions and facilitated by improved entry level education and training.

PARTNERSHIPS/CONTRACTUAL TRAINING ARRANGEMENTS

There have also been numerous other situations in which In-Plant training has significantly increased access to training opportunities even in cases where there are established training institutions. Often the geographic location of the training facility along with unreliable or non-existent transportation systems make it impossible for many interested individuals to access these facilities. It therefore becomes more realistic for training to be delivered at the workplace while existing training facilities remain under utilized as is the case with Garmex HEART Academy and the training of Machine Operators.

There is an increasing tendency for manufacturers to want to train certain categories of workers on the job. This allows for greater job specificity during training, as the workers is exposed to the 'real' work and procedures of the particular company/business immediately. This is a growing trend in the training of Machine Operators in the Apparel and Sewn products sub-sector in Jamaica.

In-Plant training also proves to be a viable means of creating access and ensuring relevance in situations in which skills training institutions lack all or some of the facilities, equipment and or

expertise to deliver training independently to satisfy the needs of industry. In this context a strong partnership and collaboration with industry can help training institutions/agencies to become responsive and effective in satisfying industry manpower needs.

The delivery of the first Level 2 programme offered by HEART Trust, the Commis Chef Programme, developed out of a similar situation as mentioned above.

## COMMIS CHEF TRAINING PROGRAMME

In 1992 the management of the Runaway Bay HEART Academy for Hospitality skills and a number of Executive Chefs from eight of the island's larger hotels located between Ocho Rios and Runaway Bay along Jamaica's north coast tourism area, began a collaborative effort to train Commis Chefs to address the acute shortage of Commis Chefs existing in the Hospitality Sector.

The Academy that was established in 1986 provided entry level training for a large category of Hospitality industry cooks, but lacked all the required facility and personnel to train Commis Chefs, despite the existing need for these workers. A collaborative approach to the development and delivery of the competency-based Commis Chef Training programme was established between HEART Trust and the following hotels representing the industry:

- Franklyn D. Resort
- Couples Hotel
- Jamaica Jamaica Hotel
- Sandals Ocho Rios
- Shaw Park Hotel
- Ciboney Hotel
- Sandals Dunn's River and
- San Souci Hotel

The collaboration/partnership culminated in the development of and delivery of an industry-based Level 2 Commis Chef training programme which went through the following stages:

- Curriculum Development (Modular Curriculum)
- Verification of Curriculum by industry experts (Industry Lead Group)
- Selection of Hotels to deliver specific modules
- Implementation through Pilot Project
- Assessment/evaluation
- Institutionalization of Programme
- Replication in other Resort areas

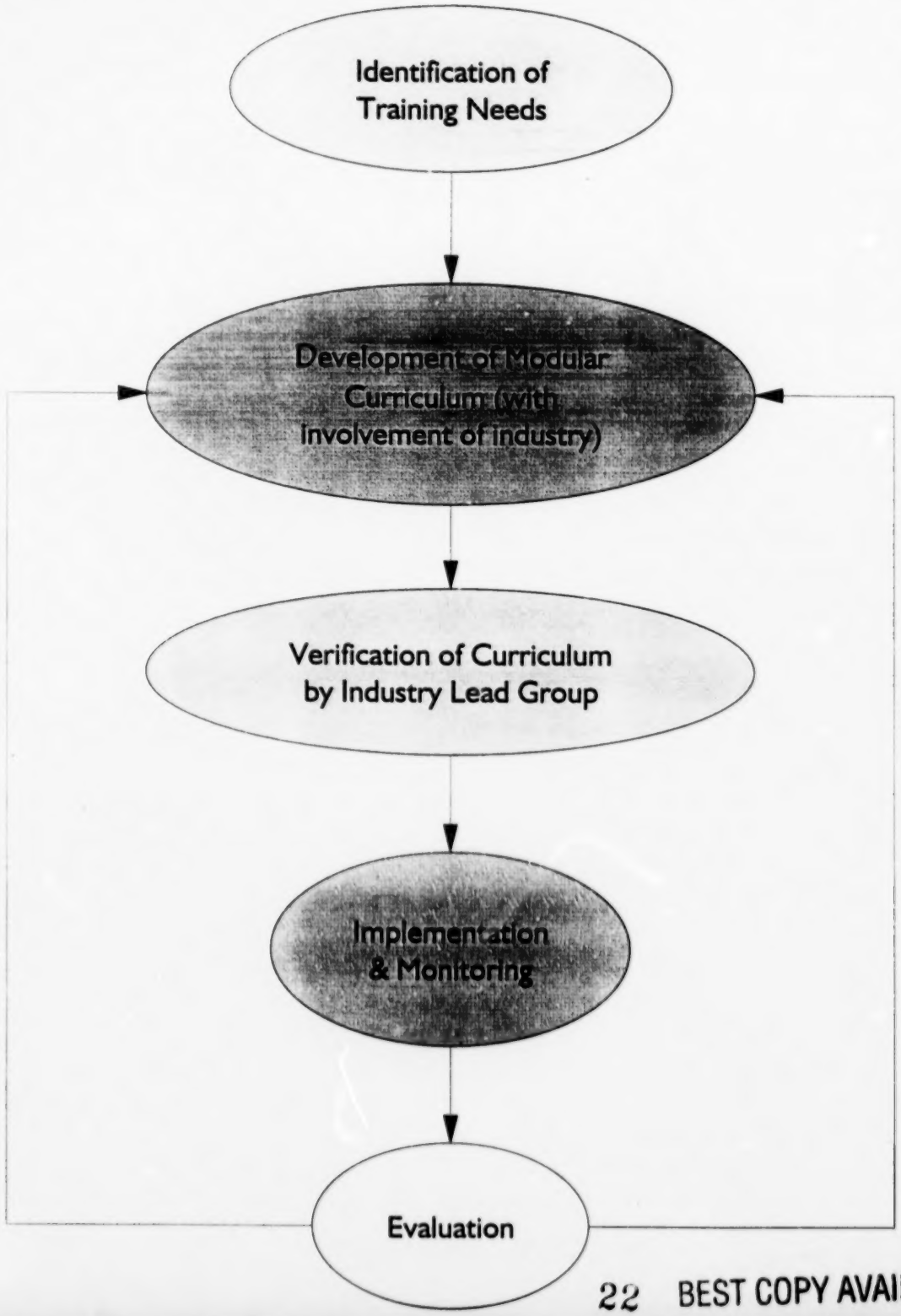
## THE TRAINING PROGRAMME

The Commis Chef Training programme contains a mix of practical in-plant training accompanied by theoretical instruction delivered at the Runaway Bay HEART Academy. The course has clearly established objectives and is heavily biased towards the practical skills and competencies to be achieved.

The course consists of six (6) modules namely:

- Kitchen Management
- Breakfast/Lunch
- Range
- Pastry
- Pantry
- Butchery

# PROGRAMME IDENTIFICATION, DEVELOPMENT AND DELIVERY PROCESS


Identification of Training Needs
Development of Modular Curriculum (with involvement of industry)
Verification of Curriculum by Industry Lead Group
Implementation & Monitoring
Evaluation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Each module is offered over a period of a six-week period at the locations listed below under the supervision of the Executive Chefs at these locations.

| LOCATION | MODULE |
|---|---|
| FRANKLYN D. RESORT | PASTRY |
| COUPLES HOTEL | PASTRY |
| JAMAICA JAMAICA | LUNCH/BREAKFAST |
| SANDALS OCHO RIOS | PANTRY |
| SHAW PARK HOTEL | RANGE/ENTREMETIER |
| CIBONEY HOTEL | RANGE/ENTREMETIER |
| SANDALS DUNN'S RIVER | BUTCHERY |
| RUNAWAY BAY ACADEMY | KITCHEN MANAGEMENT |

The trainees are then placed in groups and assigned to the properties involved with the exception of the Academy, where the module on Kitchen Management was offered to all the participants on Saturdays. Training in the modules began simultaneously at the different locations and the trainees were rotated between the properties until all the modules were completed.

The implementation and delivery of this programme has proven to be the most economical of those offered by the Academy due mainly to the fact of the strong involvement of industry. The involvement of industry has resulted in significant savings on items including Instructor salaries, training material cost and some administrative costs which have been absorbed by industry.

Enrollment in the programme increased from 18 in 1993 to 40 in 1996. It should be noted however that there is an increasing demand for training in this skill. In fact, one major factor affecting an increase in enrollment, is the limited training space in the participating hotels located in the Ocho Rios and Runaway Bay resort areas.

Currently, HEART/NTA is seeking to replicate the programme in the island's leading resort areas of Montego Bay and Negril. This will naturally increase access to training opportunities while ensuring relevance of the training programme to the needs of industry.

OTHER IN-PLANT INITIATIVES

*WAITERS*

Recently HEART/NTA facilitated the training and certification of 10 Level 1 Waiters employed to Sandals Resort-Negril, through a pilot project for the industry. This project will be expanded to include other hotels and skill areas such as Dining Room Supervisors.

*TOUR GUIDES*

The National Training Agency is also now collaborating with the tourism industry in the delivery of an In-Plant programme for the training of 30 Tour Guides at the National Vocational Qualification of Jamaica (NVQJ) Level 2. This programme has national reach and the participants have been drawn from the major resort areas of the country.

*ASSISTANT PASTRY COOKS*

This is another In-Plant training programme that has been developed through collaboration with industry resulting in increasing access and relevance of training. The programme will provide training for 30 participants over a period of six months and will facilitate the certification of those who meet acquire the established competencies.

It should be noted that industry plays an integral role in the development and implementation of these programmes. This is effected through the involvement of Industry Lead Groups or experts from industry in the development and verification of the course content and also through industry's involvement in the implementation, delivery and evaluation of the projects.

The relevance of the programmes is also demonstrated in the fact that they are usually industry-specific and sometimes company-specific programmes, that are 'demand driven' from the felt needs of industry.

## THE WAY FORWARD

The records show that an increasing number of companies are showing a willingness to participate with the National Training Agency in the development and delivery of training programmes. This trend should be encouraged as the ability of the National Training Agency to fulfil its mandate and to be responsive to the needs of industry, will be influenced to a large extent by the strength of its collaboration with industry in the development and delivery of structured in-plant training programmes that meet the minimum training standards in accordance with industry approved and validated performance criteria.

This collaboration is important for the creation of a trained labour force which is necessary to attract the type of economic investment which will produce jobs that will translate in an improved standard of living and also help to stabilize the economy. Another important benefit to be derived, is the improved productivity of labour that could result from an expansion in training opportunities for workers already employed in industry. This should be done through the development of industry specific training programmes that are directly related to the needs of the enterprise, with full consideration given to the trainee's knowledge, skills and qualification.

The shortage of higher level skills training and the resulting challenge of creating higher level skills training opportunities given the weak educational base of many of the workers in industry, along with the weak training culture of many Jamaican firms, demand that industry and training institutions enter into more co-operative engagements in order to facilitate the development and delivery of higher level training programmes. The National Training Agency must therefore intensify its efforts in motivating industry to embrace this approach and to collaborate in this important issue, as clearly, the higher level skills that are needed must be developed within the employed workforce through the collaboration of both industry and training institutions.

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